

“Performance Appraisal Practices in 7 University Libraries in Gujarat State: A Study”**Devika G.Gohil**

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ABSTRACT: The purpose of this study was To assess overall Performance Appraisal practice in 7 University Libraries. For the present study of Performance appraisal Practice of University libraries the researcher has decided to collect the information through the primary and secondary data. The researcher has used structured questionnaire to collect primary data related to the study. The secondary data is collected from the published sources like annual report and websites of the selected sample University libraries. The data analysis was carried out with the help of statistical software “Microsoft office excel” The present research “**Performance Appraisal Practices in 7 University Libraries in Gujarat State: A Study**” “will become inspirable in the future for more research work. The attitude of the personnel can changed time to time so that research is necessary. It is required to collect the information of the matters like quality, remuneration, complaints, absence, accidents just to know the attitudes of personnel. According to above information, personnel management can change them and can also give suggestions that how to lead their work performance.

Key Word: Performance Appraisal, Librarian, Library Staff, University Library, Staff Appraisal**1. INTRODUCTION:**

Performance Appraisal (PA) is essential to understand and improve the employee's performance through HRD. Performance Appraisal is useful to decide upon employee promotion / transfer, salary determination and the like. But the recent development in human resources management indicates that performance appraisal is the basis for employee development. Performance appraisal indicates the level of desired performance level, level of actual performance and the gap between these two. This gap should be bridge through human resource development technique like training, development, etc

2. REVIEW OF RELATED LITRATURE**Performance appraisal:**

The performance appraisal can be defined as a process, typically delivered annually by a supervisor to a subordinate designed to help employees understand their roles, objectives, expectations and performance success.

Performance appraisals are used widely as a basis for compensation decisions. The practice of “pay – for – performance” is found in all types of organizations. Performance appraisal is directly related to a major HR functions, such as promotion, transfer and lay – off decisions.

The appraisal process provides an opportunity to identify issues for discussion, eliminate and potential problems and set new goals for achieving high performance.

Brown and Hey Wood(2005) studied “Performance Appraisal” represents, in part, a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers. Employee commitment and productivity can be improved with performance appraisal systems (Brown and Benson, 2003). Appropriate explanation and supervision of performance lead to higher job satisfaction and professional commitment amongst teachers. This is also true when performance appraisal is low.

Possibility of performance appraisal is enhanced by complementary human resource management practices like formal training and incentive pay and performance appraisal leads to greater influence of productivity (Brown and Heywood, 2005).

T.R.Manoharan, C. Muralidharan and S.G.Deshmukh(2004) in their research paper demonstrates how Data Envelopment Analysis (DEA) can be applied as a fair evaluating sorting tool to support the performance appraisal. DEA focuses on the best practices of efficient employees for the purpose of improving overall performance. The DEA process identifies inefficient employees, magnitude of inefficiency and aids to eliminate inefficiencies with a relatively easy to employ framework.

Thomas R. Parker (1996) has worked on “Exploring 360 – degree feedback performance appraisal”. The result of this research project confirmed that most organizations are using the traditional supervisor – to – subordinate appraisal. It also concludes that multi – assessors increase

validity and that subordinates and peers are in a better position to provide accurate feedback to their supervisors and co – workers.

The survey concluded that personnel are dissatisfied with the traditional performance appraisal they willing to evaluate their superiors, peers and subordinates.

Robert D. Bretz, Jr. Gorge Milkovich and Walter Read (1992) worked on “Performance Appraisal Research and Practice”. They concluded that managers are concerned with fairness and using appraisal systems which help them manage more successfully. Cognitive processing research attempts to understand how information is translated into rating so that bias and error may be removed. Assuming bias and error contribute to suboptimal decisions, limiting these factors may result in better decision making and ultimately fairer appraisals. Therefore, managerial concerns for fairness are being addressed by cognitive processing research. Nevertheless, some very important issues raised by managers are receiving little or no research attention. Most important of these is the need for a more explicit focus on procedural and distributive justice. While a considerable body of theoretical discussion exists, appraisals offer unique opportunities to examine the determinants of fair procedures under varying conditions and perhaps most interestingly under conditions when the distributive results, such as pay increases or performance ratings are judged to be unfair.

Malic, Ghafoor and Naseer (2011) in his study focused on employee performance, employee motivation and organizational effectiveness. Employee performance has a positive relation with organizational effectiveness and employee motivation has also positive relation with organizational effectiveness. There is a relation among these variables but strong relationship does not exist. Organizations of banking and telecommunication sectors should give proper attention to their staff regarding employee performance and employee motivation. Happy employees are more productive rather than productive employees are happier.

Simms 1996, in the research paper “Subordinate Appraisal of Supervisors an Improvement in Appraisal Technique” recommended an action plan be developed to implement a subordinate appraisal system in the Texarkana, Texas Fire Department. The results of his study indicated that subordinate appraisal of supervisors could be viable accepted system that could improve the overall performance appraisal process.⁶

David Lobdell (1997) in his research paper “Selecting An Appropriate Performance Appraisal Program For Spokane Valley Fire Department” , recommended that 360 degree appraisal was the most beneficial for a fire department in today’s work environment. Four basic methods were identified in his research (1) the conventional top down, (2) the peer rating; (3) the bottom up where employees rate their supervisors and (4) the 360 degree evaluation which he states is a combination of the other three.⁷

3. NEED OF THE STUDY:

- The attitude of the personnel can changed time to time so that research is necessary.
- It is required to collect the information of the matters like quality, remuneration, complaints, absence, accidents just to know the attitudes of personnel.
- According to above information, personnel management can change them and can also give suggestions that how to lead their work performance.

4. OBJECTIVES:

- To assess overall Performance Appraisal practice in University Libraries
- To examine policies & strategies of performance appraisal in University Library.
- To review the attitude of the employees about their jobs and supervisors.
- To know opinion of employees about performance appraisal practice in the University Libraries.
- To know the effect of performance appraisal system on the job satisfaction of employees.
- To know how much performance appraisal practice is helpful in promotion or transfer or demotion decision

5. THE SCOPE OF THE STUDY

The Study covers the staff of the below mentioned university libraries

1. Maharaja Sayajirav University, University Library
2. Sardar Patel University, Vallabhvidyanagar. University Library
3. Vir Narmad Dakshin Gujarat University. University Library
4. Bhavnagar University, Bhavnagar.
5. Hemachandracharya Uttar Gujarat university , Patan
6. Sourashtra University, Rajkot
7. Gujarat university ,Ahmadabad

6. RESEARCH METHODOLOGY

Research Design	Descriptive
Sources of Data	Primary & Secondary
Data collection method	Survey
Data Collection Instrument	Questionnaire
Population	Selected 7 University libraries of Gujarat
Sampling Method	Random
Sampling Frame	7 University libraries of Gujarat
Sample size	43 library staff

7. LIMITATIONS OF RESEARCH:

Though this study has been carried out systematically and scientifically, it has some limitations due to reasons beyond control.

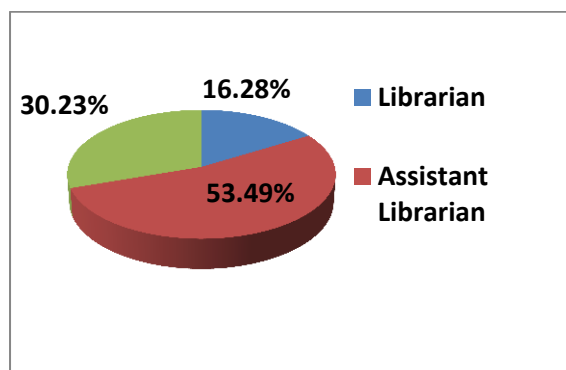
- The Study is limited to Gujarat state only.
- It is limited to university libraries Performance appraisal practice
- The present study is limited to 7 university of Gujarat state

8. DATA ANALYSIS, RESULTS & DISCUSSION:

- Designation wise analyses of Library Staff

Particulars	Library Staff	Percentage (%)
Librarian	2 Chief Librarian +In charge Librarian7	16.28
Assistant Librarian	23	53.49
Technical Staff	13	30.23
Total	43	100

Graph: Graph showing designation wise analysis.



From the above table, it is analysed that there is 30.23 % (13) Library Staff are Technical Assistant, while 53.49 % (23) Staff are Assistant librarian and only 16.28 % (2 Permanent Librarian+5 in charge Librarian) Library Staff.

- Library Staff rank on problem of performance appraisal [5point scale. [rank each as 1 to 5 code,note:1 highest and 5 lowest]

Problem of performance appraisal	Rank					
	1	2	3	4	5	Total
Judgmental bias	35	2	4	1	1	43
The halo effect/error	23	11	5	3	1	43
Personal prejudice	10	15	13	2	3	43
Faulty managerial assumption	3	16	14	7	3	43
Criteria problem	2	11	13	15	2	43
The regency effect	5	15	4	12	7	43
The leniency and strictness	11	12	15	4	1	43
The central tendency problem	13	11	10	5	4	43
Loss of confidence level at some time	18	8	7	9	1	43
Influence evidence	9	8	7	15	4	43
Social differentiation	14	11	5	8	5	43
Miscellaneous biases	7	2	1	18	15	43
Influence of man's job	20	5	1	9	8	43
Most part of the appraisal is based on subjectivity, less relativity and validity	25	5	4	7	2	43
Speedy report writing	1	7	19	11	5	43
Many objectives of performance appraisal	22	1	5	10	5	43
Performance after promotions was not sufficient	2	1	17	19	4	43
Other	10	12	13	7	1	43

- From the above table it can be seen that Library Staff had given their views regarding problems faced by them in performance appraisal, are listed below: highest Rank
- Judgment bias, the halo effect/error, Personal prejudice, Criteria problem, Influence evidence, Social differentiation, miscellaneous biases, Central tendency problem.

8.1. Findings

From the hypothesis testing some important findings are drawn. Some important findings conclusions based on hypothesis testing are listed as under:

- Library Staff had given their views regarding problems faced by them in performance appraisal, are listed below :
 - Judgment bias
 - Personal prejudice
 - Criteria problem
 - Influence of man's job
 - Social differentiation
 - Miscellaneous biases
 - Central tendency problem
- From the data we can see that 83.72 %(7) Library Staff are appraised once in a year, 16.28 %(6) Library Staff are evaluated Twice in a year Thus it can be concluded that the performance appraisal is conducted frequently.
- About 46.51% Library Staff said that they're both stronger and weaker aspects are mentioned from interviewer which motivates them more and more to improve themselves in weaker areas.
- It was found that about 90.70% of library Staff have not given any type of advance information for performance appraisal that they are going to be interview and remaining 9.30% employees have given that information just before 1 or 2 days.
- From the data we can be observed that 88.37%(38)of Library Staff are appraised for half an hour 4.65%(2)Library Staff are appraised for one hour and very les only 6.98%(3) of Library Staff are evaluated more than one hour.88.37% of Library Staff are too evaluated for half an hour which is enough time for supervision.

- From the information it can be said that 53.49 %(23) of the Library Staff do not hesitate or not feel nervousness during appraisal which is well and good. 39.53 %(17) of the Library Staff feel nervousness up to some extent and only 6.98 %(3) of the Library Staff have much nervousness during appraisal.
- 53.49% of employees have not at all nervousness or hesitation during P.A. it shows the level of confidence of “university libraries”. Only 39.53 % Library Staff have somewhat hesitation which can be removed with the cooperation of rater.
- 20 was found that about that 32.65 %(14) of Library Staff say that there is a strict attitude of the rater during performance interview, 34.88 %(15) Library Staff are of the view that rater has liberal attitude, and 32.56 %(14) Library Staff say that the rater has positive attitude during performance interview. Their portion is big which shows effectiveness of performance interview.
- 48.84% Library Staff are strongly in favour of performance appraisal system, 23.26% Library Staff are slightly in favour of it, and 18.60% Library Staff are neither in favour nor against it.11.63 %(5)Library Staff are Strongly against of it.
- 23.26 % Library Staff are in the view that rater participation also exist during P.A. system and 76.74 % Library Staff say that there is no participation of rater during P.A. system. Thus it can be concluded that mostly rater no participate in a P.A. system.
- It is found that 18.60% Library Staff are in the view that proper feedback is given to them by the rater after performance appraisal and 81.40%(35) Library Staff say that proper feedback is not given to them. After all majority persons have Negative attitude.

8.2. Suggestions:

- University should increase the frequency of appraisal especially in quality control department there lies much need of often & often performance appraisal.
- It is very necessary to discuss both stronger & weaker aspects with ratee. But here only 46% to 47% employees say that both aspects are evaluated with them.

Instead of it, interviewer should concentrate on each of the employee individual and discuss both aspects with them.

- Most of the employees have not been given any information advance that they are going to be appraised but infact they (all employees) must be given sufficient advance information.
- Superior should create very light environment in which in employee should not feel any type of nervousness or hesitation while during performance appraisal.
- Still University Libraries should think about much perfect structure of performance interview.
- University Libraries should try to gain more and more confidence towards Performance Appraisal system of employees.
- For extraordinary good performance of Library Staff, they should be rewarded financially as well as they should be given reorganization in certain function.
- University Libraries should think that how the performance appraisal system can be convert into best performance appraisal system from better performance appraisal system.
- The Library Staff who feel their work monotonous for them certain measures must be taken to make their job interesting.
- University Libraries should conduct more & more training programme as to improve their staff performance.
- There must be full support cooperation of supervisors during P.A.
- University Libraries should continuously think about their career development.
- University Libraries should encourage Library Staff in their career growth. For encouraging Staff in their career growth, University libraries should adopt various measures like: “Performance”, “Job Security”, “Further Education”, “Sincerity”, “Promotion”, etc.
- The Performance Appraisal system should be transparent and unbiased. Methods should be used for performance appraisal are “Confidential report”, “Grading”, “Check lists” and “Management by

objective”. Management should avoid a method which is influence by personal bias

- Employers should adopt 180 degree feedback to evaluate employees. Employers should also make environment so that employees can give their feedback to them without any hesitation.
- Employees should respect seniors and their decisions. Except a major problem in Performance Appraisal, employees should take the decision positively. If they have any problem regarding Performance Appraisal, they should give feedback to their authorities.

8.3. Recommendations

To foster an effective staff appraisal system, a few measures should be considered.

Training of Appraiser

The first key to a successful appraisal system is the appraiser. The appraisers must be able to see the values of the appraisal exercise and good training for appraisers is, therefore, Essential. Carrying out staff appraisal and evaluation each year should not be treated as just a regular routine, and it is certainly not a formality.

Appraisers should be trained to be open-minded, honest, positive and skilful in addressing staff members’ capabilities and competences. Clear guidelines and effective training system should be developed for appraisers to reasonably report the strengths and weaknesses of the appraise and make logical and fair recommendation as to how the appraise can be assisted in an improvement plan. Most of all, the appraisers should be guided to appraise the work performed, not the person.

The Appraisal Form

Libraries would benefit more if the tool for the appraisal – the appraisal form – is tailor-made to suit its own situation and specific needs. In view of the specific job nature of library staff, libraries should design their own appraisal form or modify the central form to modify for each Group of staff to accurately and effectively reflect the important aspects of the performance evaluation. As mentioned earlier, the nature of work is quite different between reader services and technical services, so if libraries could customize the performance evaluation standards for different categories of staff, so much the better.

It is believed that open-ended questions probing for detailed accounts are more useful than a rating scale. A rating scale often gives appraisers the

excuse to just check the boxes without giving their comments. Open-ended questions avoid the embarrassment caused by rating and invite staff to present their viewpoints in their own words. It is also important that negative words such as “barriers” and “obstacles” should not be used in the questions; especially barriers and obstacles, in many cases, are largely related to the limited resources or heavy workload instead of the appraisee’s ability and motivation.

Setting objectives

Another key to a successful staff appraisal system is the communication of expectations.

The appraisal is a tool for the senior management to envision the staff to share the institutional mission of the university, as well as the specific goal and purpose of the library. Objectives should, therefore, be clearly identified and communicated. Appraisers should first explicitly let staff know what the expectations are and then provide a development plan for how to meet these expectations as well as necessary support

Staff Development

As it has been emphasized, appraisal should be an assessment for learning. Focus should be put more on motivation, satisfaction, development and improvement than individual

Performance. Just evaluating individual strengths and weaknesses or the output of particular tasks does not help the library much. What the library needs is to aim at a cultural change through the staff development system and explore ways and give suggestions of follow-up actions to help staff improve their knowledge and working attitude and as a result, facilitate good performance. A strategic staff development plan should be the target of each appraisal. Yet any plan is bound to fail if it is not followed through. Therefore, the development plan should state specifically what actions will be taken if the proposed plan does not work out. Many academic libraries rely on the central training programmes organized by the Human Resources Department of their universities. These courses are usually catered for non-specific audiences. Of course, general topics such as customer services, supervisory skills and management are beneficial to all staff of any unit. Yet library staff members particularly need more specific training that is related to library services and development, collection and resources, user behaviour and needs, knowledge management, management of change and professionalism. Libraries are thus advised to carry out systematic staff needs assessment, directly response to the learning needs of staff members and organize specific tailor made development programmes

Another way to reflect more accurately staff members’ performance and potential would be to implement a job rotation scheme for staff. In some academic libraries, staff may have worked under the same supervisor for a long time. As their performances are always assessed by the same appraiser, problems of inaccuracy and biased assessment such as rating errors, if any, are likely to retain. With an organized and systematic job rotation Arrangement, staff members will have the chance to work in different positions and apply Different knowledge and skills. There will be an accumulation of comments written by Different appraisers. To be appraised by more than one appraiser may achieve a more Truthful appraisal and biased judgment can then be avoided. For libraries where no scheduled job rotation is arranged, managers may make use of the Chances when staff members from various departments work together in projects and tasks beyond their everyday responsibilities. It is, indeed, an excellent opportunity for project leaders to appraise any staff member involved. One advantage is that the staff member will receive comments from an appraiser who is not his/her own line manager. Furthermore, many projects involved tasks such as project management, liaison and coordination, publicity, reception, editing, publishing and public speaking, are totally different from the daily routine tasks staff members are handling. Performance appraisal in this regard could reveal a staff’s potential in areas other than their regular library duties. Thus, management may be able to explore potentials of staff members that are unaware of previously.

9. CONCLUSION:

The main aim of Performance Appraisal is personal development of employees and to foster a positive personality and makes progress of each employee a success. There are many reasons like Judgmental Bias, personal prejudice, criteria problem, Social differentiation, and miscellaneous biases, central tendency problem which create stress amongst employees and impact their skills. During this phase, it is responsibility of the library management to discover the potential in each library staff member, and to apply the appropriate motivational strategy, motivation is an individual matter and one needs to know and understand the individuals that are to be motivated individuals have their own goals and aspirations, individual employees are being asked to make the library succeed. one can not hire only the hand and the brain; the owner of that hand and brain must always come along. It is duty of a human resource manager to encourage and guide employees to enable them to develop a positive personality.

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